



on the Go for Growth

## MEMO

TO : EXECUTIVE MAYOR

FROM : MUNICIPAL MANAGER

DATE : 05 JUNE 2019

**RE : APPROVAL OF THE 2019/20 SERVICE DELIVERY BUDGET AND IMPLEMENTATION PLAN**

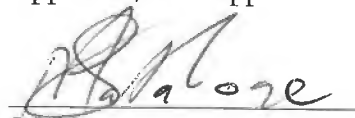
Section 53 of the MFMA Act 56 of 2003 stipulates that the Executive Mayor/ Mayor should approve the SDBIP within 28 days after the approval of the Budget. The Executive Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made within 14 days after their approval

Council has approved the 2019/20 Integrated Development plan and 2019/20 Budget on the 30<sup>th</sup> May 2019 by way of council resolution number A221/2019 and A222/2019 respectively. This letter serves as a request for the approval of the 2019/20 Service Delivery Budget and Implementation Plan as per the legislative requirement.

Regards,

  
M.M Maluleka  
Municipal Manager

Approval /Not Approved

  
S.M Mataboge  
Executive Mayor

18/06/2019  
Date



# DRAFT 2019/2020 SERVICE DELIVERY BUDGET AND IMPLEMENTATION PLAN

## WATERBERG DISTRICT MUNICIPALITY



*Waterberg*  
District Municipality

*on the Go for Growth*

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## 1. FOREWORD BY THE EXECUTIVE MAYOR



**Cllr S M Mataboge**  
*Executive Mayor*

The Waterberg District is the undiscovered gem of South African treasures, a hash land of intense beauty and colour reflected in the environment and its people. Over three million years of history has created a unique area which challenges the farmer, the adventurer and the investor. Situated in the magnificent Waterberg Mountain Range of Limpopo, the Waterberg District is the ideal getaway where the weary traveler can relax and revel in the great natural beauty of the bushveld savannah and its rich wildlife heritage.

The Waterberg District takes an honour for being regarded as energy hub and eco-tourism of choice in Southern Africa. This is due to the commendable development of energy generation in the Waterberg District area estimated to last for over twenty years and the benefits for all the communities that stem from these two focus areas. This has considerable economic spin off due on infrastructure development and economic growth within the whole district area. The district is also proud to be eco-tourist destination of choice considering its natural beauty of its bushveld. Therefore it is imperative to mention that effective district wide planning ought to takes place and that cohesion amongst the district and local municipalities must take effect.

As means to pursue this district planning, it will therefore be significant ensure proper and coherent planning processes which begins with the development of the Integrated Development Plan (IDP), budget and Service Delivery Budget Implementation Plan (SDBIP). The SDBIP is not an isolated document but an integral part of municipal planning as required by Municipal Finance Management Act (MFMA) to meet set standards. The SDBIP gives effect to the IDP. The budget gives effect to the strategic priorities of the municipality and is not a management or implementation plan. The SDBIP therefore serves as a "contract" between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end-of-year targets and implementing the budget.

Approved by the Executive Mayor:

  
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COUNCILLOR S.M MATABOGE

Date: 18/06/2019

## 2. INTRODUCTION

The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (MFMA). In terms of Circular 13 of National Treasury, "the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA."

As the budget gives effect to the strategic priorities of the municipality it is important to supplement the budget and the IDP with a management and implementation plan. The SDBIP serves as the commitment by the Municipality, which includes the administration, council and community, whereby the intended objectives and projected achievements are expressed in order to ensure that desired outcomes over the long term are achieved and these are implemented by the administration over the next twelve months.

The SDBIP provides the basis for measuring performance in service delivery against quarterly targets and implementing the budget based on monthly projections. Circular 13 further suggests that "the SDBIP provides the vital link between the Executive Mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the Executive Mayor, Councillors, Municipal Manager, Senior Managers and Community."

The purpose of the SDBIP is to monitor the execution of the budget, performance of senior management and achievement of the strategic objectives set by Council. It enables the municipal manager to monitor the performance of senior managers, the Executive Mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the municipality. In the interests of good governance and better accountability, the SDBIP should therefore determine and be aligned with the performance agreements of the municipal manager and senior managers.



### 3. LEGISLATION

According to the Municipal Finance Act (MFMA) the definition of a SDBIP is:

'Service delivery and budget implementation plan' means a detailed plan approved by the mayor of a municipality in terms of section 53 (1) (c) (ii) for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate-

- a) projections for each month of-
  - (i) revenue to be collected, by source; and
  - (ii) operational and capital expenditure, by vote;
- b) service delivery targets and performance indicators for each quarter

Section 53 of the MFMA stipulates that the Executive Mayor should approve the SDBIP within 28 days after the approval of the budget. The Executive Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after their approval.

Section 1 of the MFMA defines a "vote" as:

- a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and
- b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned

## 4. COMPONENTS

National Treasury directives are clear on the contents and methodology to derive at the SDBIP. As a first step, the IDP objectives need to be quantified and related into key performance indicators. The budget is aligned to the objectives, projects and milestones to enable the SDBIP to serve as monitoring tool for service delivery. What gets measured, gets done, therefore it should be noted, that in order to improve on certain processes and co-operation within the municipality, process indicators have been developed for measurement purposes during 2018/19 financial year.

The Waterberg District Municipality has incorporated the following relevant components into their SDBIP, but has used the initiative to devise it as follows:

1. Monthly projections of Revenue by Source.
2. Monthly projections of Revenue and Expenditure by Vote.
3. Monthly projections of Capital Expenditure by Vote.
4. Quarterly projections of service delivery targets and performance indicators for each vote.
5. Capital Works Plan over three years.

In the development of Waterberg District Municipality's SDBIP cognizance was taken of the IDP Priorities, Objectives and Strategies as well as the back to basics contained in the IDP ensuring progress towards the achievement thereof. The SDBIP of the Waterberg District Municipality is aligned to the Key Performance Areas (KPAs) as prescribed by Regulations 805 of 2006 and the IDP Guidelines by COGTA for purposes of alignment to the Performance Agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager.

The Institutional Indicators will form part of the Performance Agreements and Plans of the Municipal Manager and Managers directly accountable to the Municipal Manager. Indicators are assigned quarterly targets and responsibilities to monitor performance.

The SDBIP serves as a management, implementation and monitoring tool that will assist the Executive Mayor, Councillors, Municipal Manager and Senior Managers in delivering services to the community. The SDBIP is described as a layered plan. The top layer deals with consolidated service delivery targets and time frames as indicated on this plan. Top Management is held accountable for the implementation of the consolidated projects and Key Performance Indicators.

## 5. VISION, MISSION AND VALUES

In line with the National Development Plan, the strategic vision of the Waterberg District Municipality was revised during the strategic planning session. The **Vision** of Waterberg District Municipality is:

**“To be the best energy hub and ecotourism destination in Southern Africa”**

The strategic **Missions** speak about what the purpose of the Waterberg District Municipality is. The Mission is:

**“To invest in a constituency of talented human capital who are motivated and innovative to build a sustainable economy in the field of energy, minerals and eco-tourism for the benefit of all our communities”**



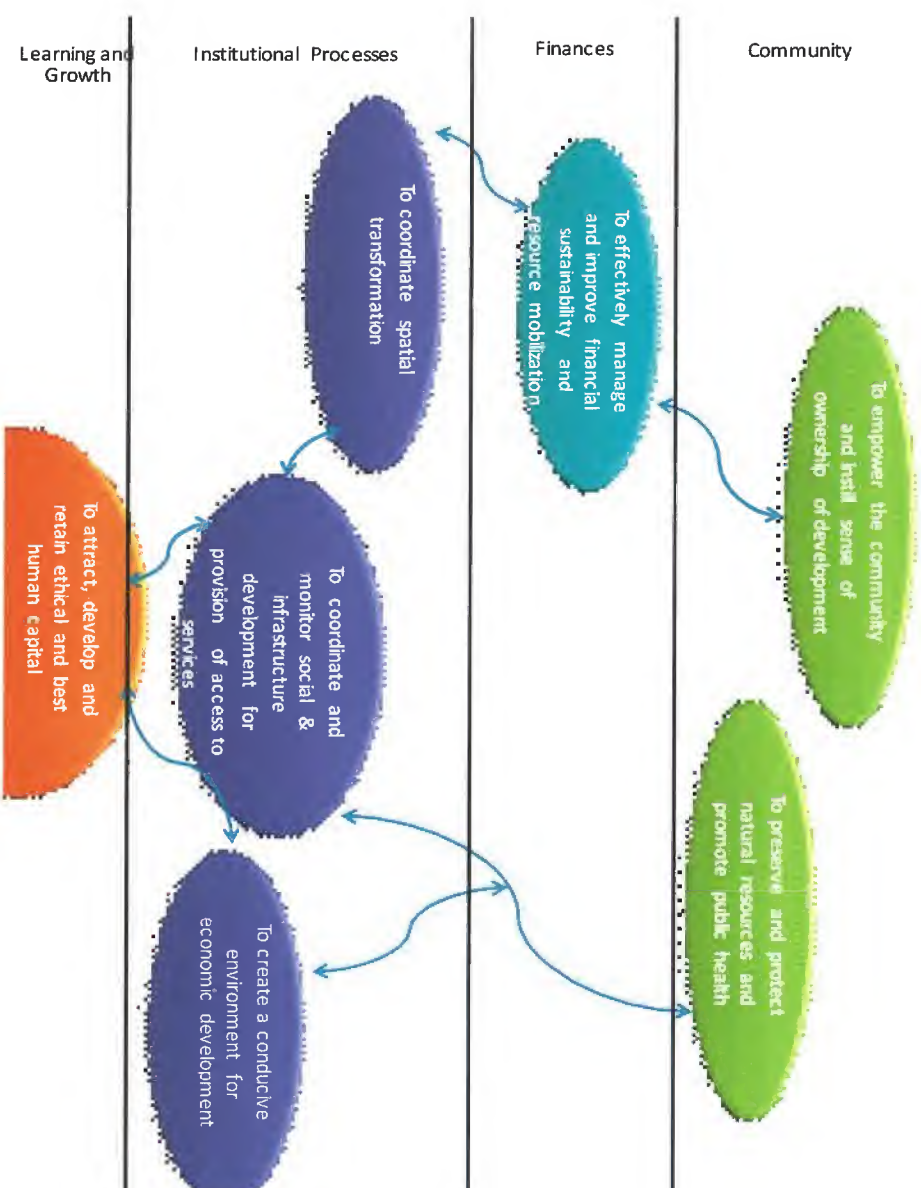
## **6. VALUES OF WATERBERG DISTRICT MUNICIPALITY**

Values represent the core priorities of an organization's culture, including what drives employees and politicians within the municipality to achieve set strategies. The Values of Waterberg District Municipality are:

- ✓ **Honesty**
- ✓ **Respect**
- ✓ **Fairness**
- ✓ **Integrity**
- ✓ **Accountability**
- ✓ **Accessibility**
- ✓ **Effectiveness**
- ✓ **Ubuntu**

## 7. STRATEGIC OBJECTIVES MAP

The Strategy Map below depicts the Strategic Objectives on how the Waterberg District Municipality will be able to become the energy hub and eco-tourism destination in Southern Africa. These objectives were positioned in terms of the Balanced Scorecard Perspectives being: Learning and Growth; Institutional Processes; Financials; and Community Satisfaction. All operational outputs as contained within the SDBIP are aligned to the attainment of one or more of these objectives.



## 8. 2019-2021 STRATEGIC OBJECTIVE

| NO. | KEY PERFORMANCE AREA                        | STRATEGIC OBJECTIVE   |
|-----|---|---|
| 1.  | BASIC SERVICE DELIVERY                      | To coordinate and monitor social and infrastructure development for the provision and access to services. |
| 2.  | SPATIAL RATIONALE                           | To coordinate spatial transformation.   |
| 3.  | FINANCIAL MANAGEMENT & VIABILITY            | To effectively manage finances and resource mobilisation.   |
| 4.  | LOCAL ECONOMIC DEVELOPMENT                  | To create a conducive environment for radical economic development.                                       |
| 5.  | GOOD GOVERNANCE & PUBLIC PARTICIPATION      | To develop and implement integrated management & governance systems                                       |
| 6.  | TRANSFORMATION & ORGANISATIONAL DEVELOPMENT | To attract, develop and retain ethical and best human capital   |

## 9. VOTES AND OPERATIONAL OBJECTIVES

| Votes and Operational objectives | Office of the Municipal Manager                              | To promote a culture of good corporate governance and accountability.<br>To provide support to internal departments and local municipalities.  |
|----------------------------------|--|--|
|                                  | Budget and Treasury Office (Vote 002)                        | To effectively manage and improve financial sustainability.<br>To reduce deviation, fruitless and wasteful, irregular and unauthorised expenditures.<br>To ensure compliance to SCM, the MFMA and other pieces of legislation. |
|                                  | Corporate Support & Shared Services (Vote 003)               | To provide training and development to officials and councillors.<br>To give administrative to internal departments and legal advice to Council.   |
|                                  | Planning and Development (Vote 004 and 020)                  | To promote the creation of decent and sustainable jobs.<br>To promote and market WDM icons.  |
|                                  | Infrastructure Development (Vote 005)                        | To co-ordinate and support the provision of basic services within the district.<br>To promote maintenance and investment in infrastructure.  |
|                                  | Office of the Executive Mayor (Vote 006)                     | To promote public participation in municipal affairs.<br>To improve the quality of life of the vulnerable groups.  |
|                                  | Social development and community services (Vote 007 and 009) | To promote environmentally sound practices and public health awareness.  |
|                                  |  |  |

## 10. MONTHLY REVENUE AND EXPENDITURE

DC36 Waterberg - Supporting Table SA25 Budgeted monthly revenue and expenditure

| Description  | Rf            | Budget Year 2019/20 |               |               |               |               |               |               |               |               |               |               |               | Medium Term Revenue and Expenditure Framework |                        |                        |
|--|---------------|---------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---|------------------------|------------------------|
|  |               | July                | August        | Sept.         | October       | November      | December      | January       | February      | March         | April         | May           | June          | Budget Year 2019/20                           | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| <b>Revenue By Source</b>   | -             |                     |               |               |               |               |               |               |               |               |               |               |               |   |                        |                        |
| Property rates   |               |                     |               |               |               |               |               |               |               |               |               |               |               | -   | -                      | -                      |
| Service charges - electricity revenue                                |               |                     |               |               |               |               |               |               |               |               |               |               |               | -   | -                      | -                      |
| Service charges - water revenue                                      |               |                     |               |               |               |               |               |               |               |               |               |               |               | -   | -                      | -                      |
| Service charges - sanitation revenue                                 |               |                     |               |               |               |               |               |               |               |               |               |               |               | -   | -                      | -                      |
| Service charges - refuse revenue                                     |               |                     |               |               |               |               |               |               |               |               |               |               |               | -   | -                      | -                      |
| Rental of facilities and equipment                                   |               |                     |               |               |               |               |               |               |               |               |               |               |               | -   | -                      | -                      |
| Interest earned - external investments                               | 702           | 702                 | 702           | 702           | 702           | 702           | 702           | 702           | 702           | 702           | 702           | 702           | 702           | 8,421   | 8,876                  | 9,355                  |
| Interest earned - outstanding debtors                                | -             | -                   | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -   | -                      | -                      |
| Dividends received   | -             | -                   | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -   | -                      | -                      |
| Fines, penalties and forfeits  | -             | -                   | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -   | -                      | -                      |
| Licences and permits   | -             | -                   | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -   | -                      | -                      |
| Agency services  | 179           | 179                 | 179           | 179           | 179           | 179           | 179           | 179           | 179           | 179           | 179           | 179           | 179           | 2,148   | 2,264                  | 2,386                  |
| Transfers and subsidies  | 11,104        | 11,104              | 11,104        | 11,104        | 11,104        | 11,104        | 11,104        | 11,104        | 11,104        | 11,104        | 11,104        | 11,104        | 11,104        | 133,249                                       | 138,638                | 144,650                |
| Other revenue  | 3             | 3                   | 3             | 3             | 3             | 3             | 3             | 3             | 3             | 3             | 3             | 3             | 3             | 35  | 37                     | 39                     |
| Gains on disposal of PPE   |               |                     |               |               |               |               |               |               |               |               |               |               |               | -   | -                      | -                      |
| <b>Total Revenue (excluding capital transfers and contributions)</b> | <b>11,988</b> | <b>11,988</b>       | <b>11,988</b> | <b>11,988</b> | <b>11,988</b> | <b>11,988</b> | <b>11,988</b> | <b>11,988</b> | <b>11,988</b> | <b>11,988</b> | <b>11,988</b> | <b>11,988</b> | <b>11,988</b> | <b>143,853</b>                                | <b>149,815</b>         | <b>156,430</b>         |
| <b>Expenditure By Type</b>   |               |                     |               |               |               |               |               |               |               |               |               |               |               |   |                        |                        |
| Employee related costs   | -             |                     |               |               |               |               |               |               |               |               |               |               |               |   |                        |                        |



|  |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                 |                 |                 |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|-----------------|-----------------|
| Remuneration of councillors  | 8,790          | 8,790          | 8,790          | 8,790          | 8,790          | 8,790          | 8,790          | 8,790          | 8,790          | 8,790          | 8,790          | 8,790          | 8,790          | 8,790          | 8,790          | 8,790          | 8,790          | 105,475         | 109,660         | 114,427         |
| Debt impairment  | 742            | 742            | 742            | 742            | 742            | 742            | 742            | 742            | 742            | 742            | 742            | 742            | 742            | 742            | 742            | 742            | 742            | 8,898           | 9,047           | 9,295           |
| Depreciation & asset impairment  | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -               | -               | -               |
| Finance charges  | 559            | 559            | 559            | 559            | 559            | 559            | 559            | 559            | 559            | 559            | 559            | 559            | 559            | 559            | 559            | 559            | 559            | 6,707           | 6,968           | 7,242           |
| Bulk purchases   | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -               | -               | -               |
| Other materials  | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -               | -               | -               |
| Contracted services  | 514            | 514            | 514            | 514            | 514            | 514            | 514            | 514            | 514            | 514            | 514            | 514            | 514            | 514            | 514            | 514            | 514            | 6,163           | 6,496           | 6,847           |
| Transfers and subsidies  | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -               | -               | -               |
| Other expenditure  | 3,224          | 3,224          | 3,224          | 3,224          | 3,224          | 3,224          | 3,224          | 3,224          | 3,224          | 3,224          | 3,224          | 3,224          | 3,224          | 3,224          | 3,224          | 3,224          | 3,224          | 38,692          | 37,616          | 39,118          |
| Loss on disposal of PPE  | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -               | -               | -               |
| <b>Total Expenditure</b>   | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>165,935</b>  | <b>169,787</b>  | <b>176,929</b>  |
| <b>Surplus/(Deficit)</b>   | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(22,081)</b> | <b>(19,972)</b> | <b>(20,499)</b> |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)  |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                | -               | -               | -               |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)  |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                | -               | -               | -               |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                | -               | -               | -               |
| Transfers and subsidies - capital (in-kind - all)  |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                | -               | -               | -               |
| <b>Surplus/(Deficit) after capital transfers &amp; contributions</b>   | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(22,081)</b> | <b>(19,972)</b> | <b>(20,499)</b> |
| Taxation   |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                | -               | -               | -               |
| Attributable to minorities   |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                | -               | -               | -               |
| Share of surplus/ (deficit) of associate   |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                | -               | -               | -               |
| <b>Surplus/(Deficit)</b>   | <b>1</b>       | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,340)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(22,081)</b> | <b>(19,972)</b> | <b>(20,499)</b> |

## 11. MONTHLY REVENUE AND EXPENDITURE (MUNICIPAL VOTE)

DC36 Waterberg - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

| Description                                   | Re<br>f | Budget Year 2019/20 |        |        |         |          |          |         |          |        |        |        |        | Medium Term Revenue and Expenditure Framework |                              |                              |
|---|---------|---------------------|--------|--------|---------|----------|----------|---------|----------|--------|--------|--------|--------|---|------------------------------|------------------------------|
|   |         | July                | August | Sept.  | October | November | December | January | February | March  | April  | May    | June   | Budget<br>Year<br>2019/20                     | Budget<br>Year +1<br>2020/21 | Budget<br>Year +2<br>2021/22 |
| <b>Revenue by Vote</b>                        | -       |                     |        |        |         |          |          |         |          |        |        |        |        |   |                              |                              |
| Vote 1 - Executive & Council.                 | -       | -                   | -      | -      | -       | -        | -        | -       | -        | -      | -      | -      | -      | -   | -                            | -                            |
| Vote 2 - Corporate Services                   | -       | -                   | -      | -      | -       | -        | -        | -       | -        | -      | -      | -      | -      | -   | -                            | -                            |
| Vote 3 - Budget & Treasury                    | 11,621  | 11,621              | 11,621 | 11,621 | 11,621  | 11,621   | 11,621   | 11,621  | 11,621   | 11,621 | 11,621 | 11,621 | 11,621 | 139,446                                       | 145,251                      | 151,523                      |
| Vote 4 - Planning & Development               | -       | -                   | -      | -      | -       | -        | -        | -       | -        | -      | -      | -      | -      | -   | -                            | -                            |
| Vote 5 - Community Services                   | -       | -                   | -      | -      | -       | -        | -        | -       | -        | -      | -      | -      | -      | -   | -                            | -                            |
| Vote 6 - Public Safety                        | -       | -                   | -      | -      | -       | -        | -        | -       | -        | -      | -      | -      | -      | -   | -                            | -                            |
| Vote 7 - Road Transport                       | 188     | 188                 | 188    | 188    | 188     | 188      | 188      | 188     | 188      | 188    | 188    | 188    | 188    | 2,259   | 2,300                        | 2,521                        |
| Vote 8 - Health                               | -       | -                   | -      | -      | -       | -        | -        | -       | -        | -      | -      | -      | -      | -   | -                            | -                            |
| Vote 9 - Abattoir                             | 179     | 179                 | 179    | 179    | 179     | 179      | 179      | 179     | 179      | 179    | 179    | 179    | 179    | 2,148   | 2,264                        | 2,386                        |
| Vote 10 - Null                                | -       | -                   | -      | -      | -       | -        | -        | -       | -        | -      | -      | -      | -      | -   | -                            | -                            |
| Vote 11 - Null                                | -       | -                   | -      | -      | -       | -        | -        | -       | -        | -      | -      | -      | -      | -   | -                            | -                            |
| Vote 12 - Null                                | -       | -                   | -      | -      | -       | -        | -        | -       | -        | -      | -      | -      | -      | -   | -                            | -                            |
| Vote 13 - Null                                | -       | -                   | -      | -      | -       | -        | -        | -       | -        | -      | -      | -      | -      | -   | -                            | -                            |
| Vote 14 - Null                                | -       | -                   | -      | -      | -       | -        | -        | -       | -        | -      | -      | -      | -      | -   | -                            | -                            |
| Vote 15 - Null                                | -       | -                   | -      | -      | -       | -        | -        | -       | -        | -      | -      | -      | -      | -   | -                            | -                            |
| <b>Total Revenue by Vote</b>                  | 11,988  | 11,988              | 11,988 | 11,988 | 11,988  | 11,988   | 11,988   | 11,988  | 11,988   | 11,988 | 11,988 | 11,988 | 11,988 | 143,853                                       | 149,815                      | 156,430                      |
| <b>Expenditure by Vote to be appropriated</b> | -       |                     |        |        |         |          |          |         |          |        |        |        |        |   |                              |                              |
| Vote 1 - Executive & Council.                 | 3,138   | 3,138               | 3,138  | 3,138  | 3,138   | 3,138    | 3,138    | 3,138   | 3,138    | 3,138  | 3,138  | 3,138  | 3,138  | 37,658  | 37,924                       | 39,143                       |
| Vote 2 - Corporate Services                   | 1,811   | 1,811               | 1,811  | 1,811  | 1,811   | 1,811    | 1,811    | 1,811   | 1,811    | 1,811  | 1,811  | 1,811  | 1,811  | 21,734  | 22,864                       | 24,063                       |
| Vote 3 - Budget & Treasury                    | 1,764   | 1,764               | 1,764  | 1,764  | 1,764   | 1,764    | 1,764    | 1,764   | 1,764    | 1,764  | 1,764  | 1,764  | 1,764  | 21,164  | 22,048                       | 22,941                       |
| Vote 4 - Planning & Development               | 553     | 553                 | 553    | 553    | 553     | 553      | 553      | 553     | 553      | 553    | 553    | 553    | 553    | 6,635   | 7,041                        | 7,472                        |
| Vote 5 - Community Services                   | 278     | 278                 | 278    | 278    | 278     | 278      | 278      | 278     | 278      | 278    | 278    | 278    | 278    |   |                              |                              |

Waterberg District Municipality

|  |   |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |          |          |          |
|--|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------|----------|----------|
| Vote 6 - Public Safety                   | 2,961   | 2,961   | 2,961   | 2,961   | 2,961   | 2,961   | 2,961   | 2,961   | 2,961   | 2,961   | 2,961   | 2,961   | 2,961   | 2,961   | 2,961   | 2,961   | 2,961   | 2,961   | 3,334    | 3,537    | 3,753    |
|  | 655   | 655     | 655     | 655     | 655     | 655     | 655     | 655     | 655     | 655     | 655     | 655     | 655     | 655     | 655     | 655     | 655     | 655     | 35,527   | 36,430   | 38,006   |
| Vote 7 - Road Transport                  | 1,870   | 1,870   | 1,870   | 1,870   | 1,870   | 1,870   | 1,870   | 1,870   | 1,870   | 1,870   | 1,870   | 1,870   | 1,870   | 1,870   | 1,870   | 1,870   | 1,870   | 1,870   | 7,858    | 8,224    | 8,790    |
|  | 798   | 798     | 798     | 798     | 798     | 798     | 798     | 798     | 798     | 798     | 798     | 798     | 798     | 798     | 798     | 798     | 798     | 798     | 22,444   | 23,308   | 24,025   |
| Vote 9 - Abattoir                        | -   | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | 9,580    | 8,411    | 8,736    |
| Vote 10 - Null                           | -   | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -        | -        | -        |
| Vote 11 - Null                           | -   | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -        | -        | -        |
| Vote 12 - Null                           | -   | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -        | -        | -        |
| Vote 13 - Null                           | -   | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -        | -        | -        |
| Vote 14 - Null                           | -   | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -        | -        | -        |
| Vote 15 - Null                           | -   | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -        | -        | -        |
| Total Expenditure by Vote                |   | 13,828  | 13,828  | 13,828  | 13,828  | 13,828  | 13,828  | 13,828  | 13,828  | 13,828  | 13,828  | 13,828  | 13,828  | 13,828  | 13,828  | 13,828  | 13,828  | 13,828  | 165,935  | 169,787  | 176,929  |
| Surplus/(Deficit) before assoc. Taxation | Attributable to minorities Share of surplus/ (deficit) of associate | (1,840) | (1,840) | (1,840) | (1,840) | (1,840) | (1,840) | (1,840) | (1,840) | (1,840) | (1,840) | (1,840) | (1,840) | (1,840) | (1,840) | (1,840) | (1,840) | (1,840) | (22,081) | (19,972) | (20,499) |
|  |   | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -       | -        | -        | -        |
| Surplus/(Deficit)                        | 1   | (1,840) | (1,840) | (1,840) | (1,840) | (1,840) | (1,840) | (1,840) | (1,840) | (1,840) | (1,840) | (1,840) | (1,840) | (1,840) | (1,840) | (1,840) | (1,840) | (1,840) | (22,081) | (19,972) | (20,499) |

## 12. BUDGETED MONTHLY REVENUE AND EXPENDITURE (STANDARD CLASSIFICATION)

DC36 Waterberg - Supporting Table SA27 Budgeted monthly revenue and expenditure (functional classification)

| Description                                 | Re<br>f | Budget Year 2019/20 |               |               |               |               |               |               |               |               |               |               |               | Medium Term Revenue and Expenditure Framework |                              |                              |
|---|---------|---------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---|------------------------------|------------------------------|
|   |         | July                | August        | Sept.         | October       | November      | December      | January       | February      | March         | April         | May           | June          | Budget<br>Year<br>2019/20                     | Budget<br>Year +1<br>2020/21 | Budget<br>Year +2<br>2021/22 |
| <b>Revenue - Functional</b>                 |         |                     |               |               |               |               |               |               |               |               |               |               |               |   |                              |                              |
| <b>Governance and administration</b>        |         |                     |               |               |               |               |               |               |               |               |               |               |               |   |                              |                              |
| Executive and council                       |         | 11,621              | 11,621        | 11,621        | 11,621        | 11,621        | 11,621        | 11,621        | 11,621        | 11,621        | 11,621        | 11,621        | 11,621        | 139,446                                       | 145,251                      | 151,523                      |
| Finance and administration                  |         | -                   | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -   | -                            | -                            |
| Internal audit                              |         | 11,621              | 11,621        | 11,621        | 11,621        | 11,621        | 11,621        | 11,621        | 11,621        | 11,621        | 11,621        | 11,621        | 11,621        | 139,446                                       | 145,251                      | 151,523                      |
| <b>Community and public safety services</b> |         |                     |               |               |               |               |               |               |               |               |               |               |               |   |                              |                              |
| Community and social services               |         | -                   | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -   | -                            | -                            |
| Sport and recreation                        |         | -                   | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -   | -                            | -                            |
| Public safety                               |         | -                   | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -   | -                            | -                            |
| Housing                                     |         | -                   | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -   | -                            | -                            |
| Health                                      |         | -                   | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -   | -                            | -                            |
| <b>Economic and environmental services</b>  |         |                     |               |               |               |               |               |               |               |               |               |               |               |   |                              |                              |
| Planning and development                    |         | 188                 | 188           | 188           | 188           | 188           | 188           | 188           | 188           | 188           | 188           | 188           | 188           | 2,259   | 2,300                        | 2,521                        |
| Road transport                              |         | 188                 | 188           | 188           | 188           | 188           | 188           | 188           | 188           | 188           | 188           | 188           | 188           | 2,259   | 2,300                        | 2,521                        |
| Environmental protection                    |         | -                   | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -   | -                            | -                            |
| <b>Trading services</b>                     |         |                     |               |               |               |               |               |               |               |               |               |               |               |   |                              |                              |
| Energy sources                              |         | -                   | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -   | -                            | -                            |
| Water management                            |         | -                   | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -   | -                            | -                            |
| Waste water management                      |         | -                   | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -   | -                            | -                            |
| Waste management                            |         | -                   | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             | -   | -                            | -                            |
| <b>Other</b>                                |         |                     |               |               |               |               |               |               |               |               |               |               |               |   |                              |                              |
|   |         | 179                 | 179           | 179           | 179           | 179           | 179           | 179           | 179           | 179           | 179           | 179           | 179           | 2,148   | 2,264                        | 2,386                        |
| <b>Total Revenue - Functional</b>           |         | <b>11,988</b>       | <b>11,988</b> | <b>11,988</b> | <b>11,988</b> | <b>11,988</b> | <b>11,988</b> | <b>11,988</b> | <b>11,988</b> | <b>11,988</b> | <b>11,988</b> | <b>11,988</b> | <b>11,988</b> | <b>143,853</b>                                | <b>149,815</b>               | <b>156,430</b>               |
| <b>Expenditure - Functional</b>             |         |                     |               |               |               |               |               |               |               |               |               |               |               |   |                              |                              |
| <b>Governance and administration</b>        |         |                     |               |               |               |               |               |               |               |               |               |               |               |   |                              |                              |
| Executive and council                       |         | 6,713               | 6,713         | 6,713         | 6,713         | 6,713         | 6,713         | 6,713         | 6,713         | 6,713         | 6,713         | 6,713         | 6,713         | 80,556  | 82,836                       | 86,147                       |
| Finance and administration                  |         | 3,138               | 3,138         | 3,138         | 3,138         | 3,138         | 3,138         | 3,138         | 3,138         | 3,138         | 3,138         | 3,138         | 3,138         | 37,658  | 37,924                       | 39,143                       |

|  |                               |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                |                 |                 |                 |
|--|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|-----------------|-----------------|
| Internal audit   | 3,575                         | 3,575          | 3,575          | 3,575          | 3,575          | 3,575          | 3,575          | 3,575          | 3,575          | 3,575          | 3,575          | 3,575          | 3,575          | 3,575          | 3,575          | 3,575          | 3,575          | 3,575          | 3,575          | 42,898          | 44,913          | 47,004          |
|  | -                             | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -               | -               | -               |
| <b>Community and public safety</b>                                       | <b>5,109</b>                  | <b>5,109</b>   | <b>5,109</b>   | <b>5,109</b>   | <b>5,109</b>   | <b>5,109</b>   | <b>5,109</b>   | <b>5,109</b>   | <b>5,109</b>   | <b>5,109</b>   | <b>5,109</b>   | <b>5,109</b>   | <b>5,109</b>   | <b>5,109</b>   | <b>5,109</b>   | <b>5,109</b>   | <b>5,109</b>   | <b>5,109</b>   | <b>5,109</b>   | <b>61,306</b>   | <b>63,275</b>   | <b>65,784</b>   |
|  | Community and social services | 278            | 278            | 278            | 278            | 278            | 278            | 278            | 278            | 278            | 278            | 278            | 278            | 278            | 278            | 278            | 278            | 278            | 278            | 3,334           | 3,537           | 3,753           |
| Sport and recreation   | -                             | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -               | -               | -               |
| Public safety  | 2,961                         | 2,961          | 2,961          | 2,961          | 2,961          | 2,961          | 2,961          | 2,961          | 2,961          | 2,961          | 2,961          | 2,961          | 2,961          | 2,961          | 2,961          | 2,961          | 2,961          | 2,961          | 2,961          | 35,527          | 36,430          | 38,006          |
| Housing  | -                             | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -               | -               | -               |
| Health   | 1,870                         | 1,870          | 1,870          | 1,870          | 1,870          | 1,870          | 1,870          | 1,870          | 1,870          | 1,870          | 1,870          | 1,870          | 1,870          | 1,870          | 1,870          | 1,870          | 1,870          | 1,870          | 1,870          | 22,444          | 23,308          | 24,025          |
|  | <b>1,208</b>                  | <b>1,208</b>   | <b>1,208</b>   | <b>1,208</b>   | <b>1,208</b>   | <b>1,208</b>   | <b>1,208</b>   | <b>1,208</b>   | <b>1,208</b>   | <b>1,208</b>   | <b>1,208</b>   | <b>1,208</b>   | <b>1,208</b>   | <b>1,208</b>   | <b>1,208</b>   | <b>1,208</b>   | <b>1,208</b>   | <b>1,208</b>   | <b>1,208</b>   | <b>14,493</b>   | <b>15,265</b>   | <b>16,262</b>   |
| <b>Economic and environmental services</b>                               | 1,208                         | 1,208          | 1,208          | 1,208          | 1,208          | 1,208          | 1,208          | 1,208          | 1,208          | 1,208          | 1,208          | 1,208          | 1,208          | 1,208          | 1,208          | 1,208          | 1,208          | 1,208          | 1,208          | 14,493          | 15,265          | 16,262          |
|  | Planning and development      | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -               | -               | -               |
| Road transport   | -                             | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -               | -               | -               |
| Environmental protection   | -                             | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -               | -               | -               |
| <b>Trading services</b>  | -                             | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -               | -               | -               |
| Energy sources   | -                             | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -               | -               | -               |
| Water management   | -                             | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -               | -               | -               |
| Waste water management   | -                             | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -               | -               | -               |
| Waste management   | -                             | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -               | -               | -               |
| <b>Other</b>   | <b>798</b>                    | <b>798</b>     | <b>798</b>     | <b>798</b>     | <b>798</b>     | <b>798</b>     | <b>798</b>     | <b>798</b>     | <b>798</b>     | <b>798</b>     | <b>798</b>     | <b>798</b>     | <b>798</b>     | <b>798</b>     | <b>798</b>     | <b>798</b>     | <b>798</b>     | <b>798</b>     | <b>798</b>     | <b>9,580</b>    | <b>8,411</b>    | <b>8,736</b>    |
| <b>Total Expenditure - Functional</b>                                    | <b>13,828</b>                 | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>13,828</b>  | <b>165,935</b>  | <b>169,787</b>  | <b>176,929</b>  |
| Surplus/(Deficit) before assoc. Share of surplus/ (deficit) of associate | (1,840)                       | (1,840)        | (1,840)        | (1,840)        | (1,840)        | (1,840)        | (1,840)        | (1,840)        | (1,840)        | (1,840)        | (1,840)        | (1,840)        | (1,840)        | (1,840)        | (1,840)        | (1,840)        | (1,840)        | (1,840)        | (1,840)        | (22,081)        | (19,972)        | (20,499)        |
|  | -                             | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -               | -               | -               |
| <b>Surplus/(Deficit)</b>   | <b>1</b>                      | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(1,840)</b> | <b>(22,081)</b> | <b>(19,972)</b> | <b>(20,499)</b> |



### 13. SERVICE DELIVERY AND PERFORMANCE INDICATORS AND TARGETS

Component 3 of MFMA Circular 13 requires non-financial measurable performance objectives in the form of service delivery targets and other performance indicators. The quarterly projections in the SDBIP must be consistent with the annual performance agreements of the municipal manager and senior managers so that they can be held accountable for performance in line with the SDBIP, budget and IDP.

This is the upper service delivery and performance indicators and targets that will cover all institutional departments. The commonly shared KPIs will be report as Institutional KPIs and will reported as such. The following are the 7 Departments of Waterberg District Municipality operate with.

Departments:

1. Budget and Treasury Office
2. Office of the Municipal Manager
3. Corporate Support & shared Services
4. Planning & Economic Development
5. Infrastructure Development
6. Executive support
7. Social Development & Community Services

### 13. 1INSTITUTIONAL SERVICE DELIVERY AND PERFORMANCE INDICATORS AND TARGETS

| KPA                  | Strategic Objective                  | Programme / Focus area | Performance Indicators     | Baseline 2018/19 | Target Quarter 1 | Target Quarter 2 | Target Quarter 3 | Target Quarter 4   | Annual Target 2019-2020 | Annual Target 2020-2021 | Annual Target 2021-2022 | Evidence           |
|----------------------|--------------------------------------|------------------------|----------------------------|------------------|------------------|------------------|------------------|--------------------|-------------------------|-------------------------|-------------------------|--------------------|
| 1. Spatial rationale | To coordinate spatial transformation | Integrated Planning    | Number of Highly rated IDP | 1                | N/A              | N/A              | N/A              | 1 highly rated IDP | 1 highly rated IDP      | 1 highly rated IDP      | 1 highly rated IDP      | CoGHSTA IDP report |

| KPA | Strategic Objective                | Programme / Focus area  | Performance Indicators | Baseline 2018/19   | Target Quarter 1 | Target Quarter 2 | Target Quarter 3 | Target Quarter 4          | Annual Target 2019-2020 | Annual Target 2020-2021 | Annual Target 2021-2022 | Evidence |  |
|-----|------------------------------------|---|------------------------|--|------------------|------------------|------------------|---------------------------|-------------------------|-------------------------|-------------------------|----------|--|
| 2.  | Spatial rationale                  | To coordinate spatial transformation  | Integrated Planning    | Number of IDP adopted by council by 31 May 2020              | 1/1              | N/A              | N/A              | 1 Draft IDP 31 March 2020 | 1 Final IDP 31 May 2020 | 1                       | 1                       | 1        | Council resolution                                     |
| 3.  | Spatial rationale                  | To facilitate access and transform land and rural tourism development                                     | Integrated planning    | Number of DMPT Meeting                                       | -                | 1                | 1                | 1                         | 1                       | 4                       | 4                       | 4        | Invitation<br>Agenda<br>Minutes<br>Attendance register |
| 4.  | Basic service delivery             | To preserve and protect natural resources and promote public health                                       | Municipal Health       | Number of Food outlets issued with certificate of compliance | New              | 10               | 10               | 10                        | 10                      | 40                      | 40                      | 40       | Signed copies of certificates                          |
| 5.  | Basic service delivery             | To coordinate and monitor social and infrastructure development for the provision and access to services. | Municipal health       | Number of permitted land fill site monitored                 | 5/8              | 2                | 2                | 2                         | 2                       | 8                       | 8                       | 8        | Reports  |
| 6.  | Financial management and viability | To effectively manage finances and resource mobilisation.   | Expenditure Management | % Operating budget variance in terms of SDBIP                | 20,31%           | 10%              | 10%              | 10%                       | 10%                     | 10%                     | 10%                     | 10%      | Annexure B<br>Financial Report                         |

| KPA  | Strategic Objective   | Programme / Focus area    | Performance Indicators  | Baseline 2018/19 | Target Quarter 1 | Target Quarter 2 | Target Quarter 3 | Target Quarter 4 | Annual Target 2019-2020 | Annual Target 2020-2021 | Annual Target 2021-2022 | Evidence   |
|--|---|---------------------------|---|------------------|------------------|------------------|------------------|------------------|-------------------------|-------------------------|-------------------------|--|
| 7. Financial management and viability        | To effectively manage finances and resource mobilisation.           | Expenditure Management    | % Capital budget variance in terms of SDBIP   | 14%              | 10%              | 10%              | 10%              | 10%              | 10%                     | 10%                     | 10%                     | Annexure C Financial report                          |
| 8. Financial management and viability        | To effectively manage finances and resource mobilisation.           | Reporting                 | Number of section 71 MFMA report submitted within timeframe                                     | 12/12            | 3                | 3                | 3                | 3                | 12                      | 12                      | 12                      | Submission letters or email                          |
| 9. Local Economic Development                | To create a conducive environment for radical economic development. | Economic development      | Number LED forum meeting held   | 4                | 1                | 1                | 1                | 1                | 4                       | 4                       | 4                       | Attendance register, Agenda, Minutes and invitations |
| 10. Local Economic Development               | To create a conducive environment for radical economic development. | Economic development      | % of LED forums resolutions implemented   | 100% 9/9         | 100%             | 100%             | 100%             | 100%             | 100%                    | 100%                    | 100%                    | LED resolution register                              |
| 11. Good Governance and Public Participation | To develop and implement integrated management & governance systems | Monitoring and Evaluation | Number of section 72 Report Mid-Year Budget and performance Report submitted by 25 January 2020 | 1/1 25/01/2019   | N/A              | N/A              | 1                | N/A              | 1                       | 1                       | 1                       | Submission letter or acknowledgment letter           |

| KPA  | Strategic Objective   | Programme / Focus area    | Performance Indicators   | Baseline 2018/19 | Target Quarter 1 | Target Quarter 2 | Target Quarter 3 | Target Quarter 4 | Annual Target 2019-2020 | Annual Target 2020-2021 | Annual Target 2021-2022 | Evidence                                   |
|--|---|---------------------------|--|------------------|------------------|------------------|------------------|------------------|-------------------------|-------------------------|-------------------------|--|
| 12. Good Governance and Public Participation | To develop and implement integrated management & governance systems   | Monitoring and Evaluation | Number of Submission of Annual Performance Report and AFS by 31 August 2019. | 1/1              | 1                | N/A              | N/A              | N/A              | 1                       | 1                       | 1                       | Submission letter or acknowledgment letter |
| 13. Good Governance and Public Participation | To develop and implement integrated management and governance systems | Auditing                  | AG - Audit outcome/Opinion   | Qualified        | N/A              | Unqualified      | N/A              | N/A              | Unqualified             | Unqualified             | Unqualified             | Audit opinion                              |
| 14. Good Governance and Public Participation | To develop and implement integrated management and governance systems | Auditing                  | % AG material audit queries resolved   | 100%<br>32/32    | N/A              | 20%              | 60%              | 100%             | 100%                    | 100%                    | 100%                    | Audit action plan                          |
| 15. Good Governance and Public Participation | To develop and implement integrated management and governance systems | Auditing                  | % Identified risk resolved within timeframes as specified in risk plan       | 50%<br>9/18      | 25%              | 50%              | 75%              | 100%             | 100%                    | 100%                    | 100%                    | Risk register                              |
| 16. Good Governance and Public Participation | To develop and implement integrated                                   | Auditing                  | % of internal audit findings resolved  | 70%<br>14/20     | 25%              | 50%              | 75%              | 100%             | 100%                    | 100%                    | 100%                    | Internal audit action plan                 |



| KPA  | Strategic Objective   | Programme / Focus area | Performance Indicators                               | Baseline 2018/19 | Target Quarter 1 | Target Quarter 2 | Target Quarter 3 | Target Quarter 4 | Annual Target 2019-2020 | Annual Target 2020-2021 | Annual Target 2021-2022 | Evidence  |
|--|---|------------------------|--|------------------|------------------|------------------|------------------|------------------|-------------------------|-------------------------|-------------------------|---|
|  | management and governance systems                                     |                        |  |                  |                  |                  |                  |                  |                         |                         |                         |   |
| 17. Good Governance and Public Participation | To develop and implement integrated management and governance systems | Auditing               | Number of Audit committee meetings held              | 4                | 1                | 1                | 1                | 1                | 4                       | 4                       | 4                       | Minutes and Attendance register                     |
| 18. Good Governance and Public Participation | To develop and implement integrated management and governance systems | Auditing               | % of Audit Committee recommendations implemented     | 83% 5/6          | 100%             | 100%             | 100%             | 100%             | 100%                    | 100%                    | 100%                    | Audit Committee recommendations                     |
| 19. Good Governance and Public Participation | To develop and implement integrated management and governance systems | Governance             | % Council resolutions implemented within timeframes  | 88.29% 83/94     | 100%             | 100%             | 100%             | 100%             | 100%                    | 100%                    | 100%                    | Council resolutions implemented register            |
| 20. Good Governance and Public Participation | To develop and implement integrated management and governance systems | Public Participation   | Number of IDP Representative Forum meetings convened | 4/4              | 1                | 1                | 1                | 1                | 4                       | 4                       | 4                       | Invitation s, Agenda, minutes & attendance register |



| KPA   | Strategic Objective   | Programme / Focus area               | Performance Indicators  | Baseline 2018/19 | Target Quarter 1 | Target Quarter 2 | Target Quarter 3 | Target Quarter 4 | Annual Target 2019-2020 | Annual Target 2020-2021 | Annual Target 2021-2022 | Evidence             |
|---|---|--------------------------------------|---|------------------|------------------|------------------|------------------|------------------|-------------------------|-------------------------|-------------------------|----------------------|
| 21. Good Governance and Public Participation      | To develop and implement integrated management and governance | Governance                           | % of MPAC resolutions implemented   | 100%<br>6/6      | 100%             | 100%             | 100%             | 100%             | 100%                    | 100%                    | 100%                    | Resolution register  |
| 22. Good Governance and Public Participation      | To develop and implement integrated management and governance | Governance                           | Oversight report approved by council by 31 march 2020   | 1                | N/A              | N/A              | 1                | N/A              | 1                       | 1                       | 1                       | Council resolution   |
| 23. Transformation and Organisational Development | To attract, develop and retain ethical and best human capital | Human Resources Management           | Number of Senior Management with signed Performance Agreements  | 6                | 6                | N/A              | N/A              | N/A              | 6                       | 6                       | 6                       | Agreements           |
| 24. Transformation and Organisational Development | To attract, develop and retain ethical and best human capital | Capacity building and Training (HRD) | Number of officials and Councilors capacitated in terms of the workplace skills plan by end June 2020 | 21               | 10               | 10               | 10               | 10               | 40                      | 40                      | 40                      | Attendance registers |
| 25. Transformation and Organisational Development | To Improve, attract, develop and retain best human capital    | Occupational Health and Safety       | Number of OHS Committee meetings held by 30 June 2020   | New              | 1 OHS Meeting    | 1 OHS Meeting    | 1 OHS Meeting    | 1 OHS Meeting    | 4 OHS meetings          | 4 OHS meetings          | 4 OHS meetings          | Attendance registers |

| KPA   | Strategic Objective   | Programme / Focus area                   | Performance Indicators   | Baseline 2018/19              | Target Quarter 1 | Target Quarter 2 | Target Quarter 3                  | Target Quarter 4 | Annual Target 2019-2020 | Annual Target 2020-2021 | Annual Target 2021-2022 | Evidence                                      |
|---|---|--|--|-------------------------------|------------------|------------------|-----------------------------------|------------------|-------------------------|-------------------------|-------------------------|---|
| 26. Transformation and Organisational Development | To improve Administration and Governance Capacity             | Information and Communication Technology | Number of ICT Steering Committee Meeting Held                                  | 4                             | 1                | 1                | 1                                 | 1                | 4                       | 4                       | 4                       | Transformation and Organisational Development |
| 27. Transformation and Organisational Development | To attract, develop and retain ethical and best human capital | Organisational Development               | Number of approved SDBIP by the Executive Mayor by 28 June 2020                | 100% 15 June 2018             | N/A              | N/A              | N/A                               | 1 approved SDBIP | 1 approved SDBIP        | 1 approved SDBIP        | 1 approved SDBIP        | Approved SDBIP                                |
| 28. Transformation and Organisational Development | To attract, develop and retain ethical and best human capital | Monitoring and Evaluation                | Number of Annual Performance evaluation conducted                              | 0/1                           | N/A              | N/A              | N/A                               | 1                | 1                       | 1                       | 1                       | Attendance register                           |
| 29. Transformation and Organisational Development | To attract, develop and retain ethical and best human capital | Monitoring and Evaluation                | % of Annual report (sec 121) adopted & submitted to MEC by 31 March 2020       | 100% approved d 28 March 2019 | N/A              | N/A              | 100% Approval of final 2017/18 AR | N/A              | 100%                    | 100%                    | 100%                    | Council resolution & submission letter        |
| 30. Transformation and Organisational Development | To improve Administration and Governance Capacity             | Legal Services                           | Number of litigation reports compiled and submitted to council by 30 June 2020 | 2                             | 1                | 1                | 1                                 | 1                | 4                       | 4                       | 4                       | Litigation Reports with Council Resolution    |
| 31. Transformation and Organisational Development | To improve Administration and Governance Capacity             | Human Resource Management                | Number of LLF meetings held by end June 2020                                   | 4                             | 1                | 1                | 1                                 | 1                | 1                       | 4                       | 4                       | Attendance register Minutes                   |

#### 14. DETAILED CAPITAL WORKS PLAN

A detailed capital works plan is required to ensure sufficient detail to measure and monitor delivery of infrastructure projects.

A summary of capital projects for each responsible manager, by vote must be provided showing quarterly projections for performance in relation to implementing capital projects. The projects, funded by both the operational and capital budget components, indicating quarterly milestones are indicated below:

| No. | Dept. | Project name  | 2019/20<br>IDP<br>Budget | Planned<br>start date | Planned<br>completion<br>date | Quarter 1  |                | Quarter 2  |                | Quarter 3  |                | Quarter 4  |                |
|-----|-------|---|--------------------------|-----------------------|-------------------------------|------------|----------------|------------|----------------|------------|----------------|------------|----------------|
|     |       |   |                          |                       |                               | %<br>Prog. | Milestone      | %<br>Prog. | Milestone      | %<br>Prog. | Milestone      | %<br>Prog. | Milestone      |
| 1.  | SDCS  | Stack Monitoring Equipment                                | 300 000                  | 01/07/2019            | 30/06/2020                    | 25%        | Tender process | 50%        | Awarding       | 75%        | Implementation | 100%       | Implementation |
| 2.  | SDCS  | Instant Sampling Kits for food and water                  | 800 000                  | 01/07/2019            | 30/06/2020                    | 25%        | Tender process | 50%        | Awarding       | 75%        | Implementation | 100%       | Implementation |
| 3.  | SDCS  | Renovation of Bela-Bela Fire Station                      | 1 750 000                | 01/07/2019            | 30/06/2020                    | 25%        | Tender process | 50%        | Awarding       | 75%        | Implementation | 100%       | Implementation |
| 4.  | SDCS  | Review of the Waterberg Disaster and Risk Management Plan | 500 000                  | 01/07/2019            | 30/06/2020                    | 25%        | Tender process | 50%        | Awarding       | 75%        | Implementation | 100%       | Implementation |
| 5.  | SDCS  | Humanitarian Relief Materials                             | 600 000                  | 01/07/2019            | 30/06/2020                    | 25%        | Tender process | 50%        | Awarding       | 75%        | Implementation | 100%       | Implementation |
| 6.  | PED   | Agricultural Development                                  | 300,000                  | 01/07/2019            | 30/06/2020                    | 25%        | Tender process | 50%        | Awarding       | 75%        | Implementation | 100%       | Implementation |
| 7.  | PED   | SMME Development  | 100,000                  | 01/07/2019            | 30/06/2020                    | 1          | Program        | 2          | Program        | 3          | Program        | 4          | Program        |
| 8.  | PED   | Tourism Development                                       | 450,000                  | 01/07/2019            | 30/06/2020                    | 25%        | Implementation | 50%        | Implementation | 75%        | Implementation | 100%       | Implementation |



| No. | Dept. | Project name   | 2019/20<br>IDP<br>Budget | Planned<br>start date | Planned<br>completion<br>date | Quarter 1  |  | Quarter 2  |                                    | Quarter 3  |                                    | Quarter 4  |                                    |
|-----|-------|--|--------------------------|-----------------------|-------------------------------|------------|--|------------|------------------------------------|------------|------------------------------------|------------|------------------------------------|
|     |       |  |                          |                       |                               | %<br>Prog. | Milestone                                  | %<br>Prog. | Milestone                          | %<br>Prog. | Milestone                          | %<br>Prog. | Milestone                          |
| 9.  | PED   | Review of SDF  | 350,000                  | 01/07/2019            | 30/06/2020                    | 25%        | Tender process                             | 50%        | Awarding                           | 75%        | Implementation                     | 100%       | Completion                         |
| 10. | PED   | LED Coordination   | 100,000                  | 01/07/2019            | 30/06/2020                    | 25%        | Program                                    | 50%        | Program                            | 75%        | Program                            | 100%       | Program                            |
| 11. | ID    | Road Asset Management System   | 2,259,000                | 01/07/2019            | 30/06/2020                    | 25%        | Implementation                             | 50%        | Implementation                     | 75%        | Implementation                     | 100%       | Implementation                     |
| 12. | ID    | Planning, Design, Documentation, Refurbishment and Monitoring of WDM | 1,028,000                | 01/07/2019            | 30/06/2020                    | 25%        | Tender process                             | 50%        | Awarding                           | 75%        | Implementation                     | 100%       | Completion                         |
| 13. | CSSS  | IT Equipment   | 500,000                  | 01/07/2019            | 30/06/2020                    | 25%        | Implementation                             | 50%        | Implementation                     | 75%        | Implementation                     | 100%       | Implementation                     |
| 14. | CSSS  | Council Pool Cars - Procurement of Fleet                             | 5,000 000                | 01/07/2019            | 30/06/2020                    | 25%        | Tender process                             | 50%        | Awarding                           | 75%        | Implementation                     | 100%       | Implementation                     |
| 15. | CSSS  | Office Furniture   | 250,000                  | 01/07/2019            | 30/06/2020                    | 25%        | Procure                                    | 50%        | Procure                            | 100%       | Implementation                     | -          | -                                  |
| 16. | CSSS  | Fleet Management System  | 250,000                  | 01/07/2019            | 30/06/2020                    | 25%        | Tender process                             | 50%        | Awarding                           | 75%        | Implementation                     | 100%       | Implementation                     |
| 17. | CSSS  | Disaster Recovery Centre   | 1,000,000                | 01/07/2019            | 30/06/2020                    | 25%        | Tender process                             | 50%        | Awarding                           | 75%        | Implementation                     | 100%       | Implementation                     |
| 18. | ES    | District IDP public participation Programme – Executive Mayor        | 1,836,700                | 01/07/2019            | 30/06/2020                    | 25%        | Program<br>1 <sup>st</sup> Quarter         | 50%        | Program<br>2 <sup>nd</sup> Quarter | 75%        | Program<br>3 <sup>rd</sup> Quarter | 100%       | Program<br>4 <sup>th</sup> Quarter |
| 19. | OMM   | District IDP –strategic planning Programme                           | 336,640                  | 01/07/2019            | 30/06/2020                    | 25%        | Approval of 2020/21 Framework/process plan | 50%        | Analysis phase                     | 75%        | Tabling of Draft 2020/21 IDP       | 100%       | Approval of 2020/21 IDP            |

### 13. PROJECT WORKS PLAN -2019/20 IDP EXPENDITURE BY MONTH

| Dpt  | PROJECT NAME  | 2018/19<br>Roll over<br>Budget | 2019/20<br>Budget | PROJECTED EXPENDITURE - YEAR TO DATE |        |           |         |          |          |         |          |         |       |     |           |
|------|---|--------------------------------|-------------------|--------------------------------------|--------|-----------|---------|----------|----------|---------|----------|---------|-------|-----|-----------|
|      |   |                                |                   | July                                 | August | September | October | November | December | January | February | March   | April | May | June      |
|      | <b>Municipal Health &amp; Environmental Management</b>    |                                |                   |                                      |        |           |         |          |          |         |          |         |       |     |           |
| SDCS | Stack Monitoring Equipment                                | -                              | 300 000           | -                                    | -      | 75 000    | -       | -        | 75 000   | -       | -        | 75 000  | -     | -   | 300 000   |
| SDCS | Instant Sampling Kits for food and water                  | -                              | 500 000           | -                                    | -      | 125 000   | -       | -        | 125 000  | -       | -        | 125 000 | -     | -   | 800 000   |
| SDCS | Renovation of Bela-Bela Fire Station                      | -                              | 1 750 000         | -                                    | -      | 437 500   | -       | -        | 437 500  | -       | -        | 437 500 | -     | -   | 1 000 000 |
| SDCS | Review of the Waterberg Disaster and Risk Management Plan | -                              | 500 000           | -                                    | -      | 125 000   | -       | -        | 125 000  | -       | -        | 125 000 | -     | -   | 250 000   |
| SDCS | Humanitarian Relief Materials                             | -                              | 600 000           | -                                    | -      | 150 000   | -       | -        | 150 000  | -       | -        | 150 000 | -     | -   | 600 000   |
|      | <b>Local Economic Development</b>                         |                                |                   |                                      |        |           |         |          |          |         |          |         |       |     |           |
| PED  | Agricultural Development                                  | -                              | 300,000           | -                                    | -      | 75 000    | -       | -        | 75 000   | -       | -        | 75 000  | -     | -   | 300,000   |
| PED  | SMME Development  | -                              | 100,000           | -                                    | -      | 25 000    | -       | -        | 25 000   | -       | -        | 25 000  | -     | -   | 100,000   |
| PED  | Tourism Development                                       | -                              | 450,000           | -                                    | -      | 112 500   | -       | -        | 112 500  | -       | -        | 112 500 | -     | -   | 450,000   |
| PED  | Development of Functional GIS                             | -                              | 250 000           | -                                    | -      | 62 500    | -       | -        | 62 500   | -       | -        | 62 500  | -     | -   | 250 000   |
| PED  | Review of SDF   | -                              | 100,000           | -                                    | -      | 25 000    | -       | -        | 25 000   | -       | -        | 25 000  | -     | -   | 100,000   |



|      |  |   |           |   |   |   |           |   |   |   |           |   |   |   |           |   |   |           |
|------|--|---|-----------|---|---|---|-----------|---|---|---|-----------|---|---|---|-----------|---|---|-----------|
| PED  | LED Coordination   | - | 100,000   | - | - | - | 25 000    | - | - | - | 25 000    | - | - | - | 25 000    | - | - | 100,000   |
|      | <b>Roads &amp; Storm Water</b>                                       |   |           |   |   |   |           |   |   |   |           |   |   |   |           |   |   |           |
| ID   | Road Asset Management System   |   | 2,259,000 | - | - | - | 564 750   | - | - | - | 564 750   | - | - | - | 564 750   | - | - | 2,259,000 |
| ID   | Planning, Design, Documentation, Refurbishment and Monitoring of WDM |   | 1,028,000 | - | - | - | 257 000   | - | - | - | 257 000   | - | - | - | 257 000   | - | - | 1,028,000 |
|      | <b>Municipal support &amp; Institutional Development</b>             |   |           |   |   |   |           |   |   |   |           |   |   |   |           |   |   |           |
| CSSS | Local Government Financial Management Grant                          |   | 1,000 000 | - | - | - | 250 000   | - | - | - | 250 000   | - | - | - | 250 000   | - | - | 1 000 000 |
| CSSS | IT Equipment   |   | 500,000   | - | - | - | 125 000   | - | - | - | 125 000   | - | - | - | 125 000   | - | - | 500,000   |
| CSSS | Council Pool Cars - Procurement of Fleet                             | - | 5,000 000 | - | - | - | 1 250 000 | - | - | - | 1 250 000 | - | - | - | 1 250 000 | - | - | 5,000 000 |
| CSSS | Office Furniture   | - | 250,000   | - | - | - | 62 500    | - | - | - | 62 500    | - | - | - | 62 500    | - | - | 250,000   |
| CSSS | Fleet Management System  | - | 250,000   | - | - | - | 62 500    | - | - | - | 62 500    | - | - | - | 62 500    | - | - | 250,000   |
| CSSS | Disaster Recovery Centre   | - | 1,000,000 | - | - | - | 250 000   | - | - | - | 250 000   | - | - | - | 250 000   | - | - | 1,000,000 |
|      | <b>Community Participation &amp; Good Governance</b>                 |   |           |   |   |   |           |   |   |   |           |   |   |   |           |   |   |           |
| ES   | District IDP Public Participation Programme - EM                     | - | 1,836,700 | - | - | - | 459 175   | - | - | - | 459 175   | - | - | - | 459 175   | - | - | 1,836,700 |
| OM M | District IDP Process Municipal Manager                               | - | 336,640   | - | - | - | 84 160    | - | - | - | 84 160    | - | - | - | 84 160    | - | - | 336,640   |



## 12. CONCLUSION

The municipality was able to successfully integrate the IDP, the Budget and the SDBIP since they were tabled at the same time. All the Senior Management should be evaluated and monitored on the implementation of the SDBIP which comprises largely of Key Performance Indicators and projects on a quarterly basis. Having regard to sustaining the unqualified opinion or improve to clean audit, performance information should also be audited. Legislative reports in the form of Mid-year Budget and Performance Assessment and the Annual Report are heavily informed by the consistent and monitoring of an SDBIP.

The SDBIP will therefore determine the performance agreements of the municipal manager and senior managers, including the outputs and deadlines for which they will be held responsible. The SDBIP is also a vital monitoring tool for the mayor and council to monitor in-year performance of the municipal manager and for the municipal manager to monitor the performance of all managers in the municipality within the financial year. This enables the Executive Mayor and Municipal manager to be proactive and take remedial steps in the event of poor performance. The SDBIP aims to ensure that managers are problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible. The SDBIP also enables the council to monitor the performance of the municipality against quarterly targets on service delivery.